

Attachment B

Statement of Interest Statewide Long-term Care Reform

NORTHWEST WISCONSIN-LONG TERM CARE OPTIONS (NW-LTCO)

Organization Name(s):

Northwest Wisconsin Long Term Care Options (NW-LTCO) is a public-private collaboration of nine northwestern Wisconsin counties and three private organizations with an extensive range of expertise and experience in the delivery and management of acute and primary health care and long-term care services. The members include:

- Nine counties (Ashland, Bayfield, Burnett, Douglas, Iron, Price, Rusk, Sawyer, and Washburn)
- Community Health Partnership, Inc. (CHP)
- Group Health Cooperative of Eau Claire (GHC-EC)
- The Management Group, Inc. (TMG)

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Brief Description of Organization:

NW-LTCO has formed to develop and implement an integrated delivery system for long-term care, acute and primary health care, and mental health/substance abuse services for eligible consumers across the nine-county region. This collaborative of diverse organizations brings together a broad range of expertise and experience.

Each county currently operates its own system of long-term care services based on the traditional Wisconsin Medicaid, Medicaid Waiver, and COP models. Each partner has established case management systems and provider networks, and has over 20 years experience providing long-term care services across target populations. The nine partner counties also have a long history of both formal and informal collaboration. As partners, NW-LTCO county members share a connected identity based on geography, demographics, and values. We are more than just nine contiguous counties; we are a collection of small communities, and people who have deep roots in the northwest part of Wisconsin. Although we are spread out over a wide area, we are bound together by our values and strong sense of shared community.

Group Health Cooperative of Eau Claire (GHC-EC), is a non-profit, member-governed cooperative, licensed as a health maintenance organization (HMO) which offers primary and acute health care. GHC-EC brings over 20 years of experience in Medicaid managed care.

GHC-EC has established a comprehensive provider network across the entire western Wisconsin region.

Community Health Partnership, Inc. (CHP) has, for eight years, operated a Wisconsin Partnership Program (WPP), providing a fully integrated health and long-term managed care program for elderly and physically disabled adults. CHP currently has 730 members.

TMG works with long-term care organizations, focusing on design and implementation of managed care approaches for long-term care and SSI populations, quality management systems for long-term care, and use of data to effectively manage long-term care organizations. TMG has 19 years experience working with all major Wisconsin long-term care programs, including WPP, Family Care, COP-W, and CIP. It has been actively involved in the design of SSI Managed Care approaches in Dane and La Crosse Counties.

Interest in Planning and Implementation of Long-Term Care Reform in Wisconsin:

NW-LTCO's interest is in working collectively to plan for, develop, and implement an integrated, high-quality, cost-effective long-term care, health care and mental health/substance abuse delivery system capable of providing all eligible citizens access to the services they choose in the community and place they call home.

Individually, the nine counties have developed long-term care systems that provide quality services, despite challenges posed by limited resources, large service areas, and a mostly rural and low-density population base. We have built on the strengths of our people and communities, and set high expectations for the care provided to those that need it.

Members of NW-LTCO understand the needs and desires of consumers in the nine-county area. We understand the unique characteristics of the people and communities in this part of Wisconsin. We recognize the significant challenges in meeting the needs of a growing aging population. We have established relationships with each other, with organized consumer groups, and with providers across the region. We understand how to deliver and measure quality, and have incorporated the voice of consumers into our current systems. Individually, we have done well. Collectively, we believe we can do better.

By forming a working partnership among health care and community care organizations and programs, NW-LTCO intends to use this opportunity to plan an integrated system that reaches across county boundaries and raises the overall quality of long-term care services. By pooling resources, NW-LTCO's nine counties will address the unique demographic and geographic obstacles we face as individual systems. We will develop service resources that can move across county borders, so that consumers will not have to. We will surround consumers with a full circle of support. The NW-LTCO vision for the future is an ambitious one. It includes the goal of reaching and supporting every one of its citizens who needs long-term care. In addition to implementing an integrated, managed care program, reaching that goal will likely require additional resources and more creative partnerships among federal, state and local entities.

The organizational vision and goal of the NW-LTCO is for the development of a regional, fully integrated model of care. This model will include long-term care, primary and acute health care, and mental health and substance abuse services. It will encompass all adult target groups in an integrated managed care system. It is committed to the goal of achieving, for all target populations, entitlement and waiting list elimination within five years, contingent upon adequate state and federal funding.

To take the first steps toward this vision, the planning process will proactively address these important challenges and barriers components:

- Development of an organizational structure and governance mechanism for the managed care organization
- Developing a program model which builds on, incorporates, and integrates the strengths and capacity of each of the partners to provide fully integrated care (CHP) for high-need/high-cost consumers, community-focused care management for the majority of long-term care consumers (county programs) that is virtually integrated through a working partnership with the primary and acute managed care partner (GHC-EC). The goal is a seamless system of services in which the needs of the consumers are at the center
- Describing the precise role of each of the county partners and each of the private partners
- Realignment of current providers into a regional provider network, including long-term care, primary and acute health care, nursing homes, and mental health and substance abuse services. Plans will need to incorporate the impact of the nursing home/ICF-MR downsizing initiative
- Planning for a network of Aging and Disability Resource Centers (ADRC)
- Development of a regional quality improvement process
- Articulation of the financial, administrative, and information management infrastructure needed to support the new system
- Development of a regional process for consumer participation
- Articulation of a service planning process that will be based on a consumer-centered model of care planning and incorporate consumer self-determination options
- Development of financial viability and solvency plans, to be approved by the governing boards of each partner
- Development of a local program, provider capacity, and direct care work force to serve the needs of a growing population of consumers and those relocated from nursing homes

As NW-LTCO systematically addresses each of these challenges, they will be laying the groundwork for a fully integrated, managed care program that achieves the following goals:

- Builds a richer, broader array of services accessible across the nine-county region
- Assures excellent and easy access to services and supports through resource centers
- Provides person-centered, outcome-based care management services, and measures performance to assure that all consumers are achieving high quality outcomes
- Supports consumer self-direction or determination

- Promotes the use of informal and existing community supports
- Effectively blends and coordinates available funding sources
- Incorporates excellent financial management based on managed care principles
- Adopts a fair and balanced approach for sharing risk among members

Geographic Area of Interest:

The primary service area for NW-LTCO will be the 9,448 square miles contained in the nine-county region described above. Between current programs and wait lists, there are currently 2,355 long-term care eligible persons eligible for community long-term care programs. A high percentage of these individuals and those on SSI are in need of mental health/substance abuse services.

	Population		COP and Waiver Programs			SSI (non-Waiver)*	NH	COP/ Waiver Wait List
	All	18+	Elderly	DD*	PD			
REGIONAL TOTALS	161,102	122,828	641	631	345	4,957	1,112	738

NOTE: The population counts are derived from public data, available on State of Wisconsin web sites.

*COP / Waiver DD and Non-Waiver SSI populations have been calculated based on reasonable assumptions about the available data. These assumptions should be reviewed before more detailed analyses are conducted.

Proposed Scope and Nature of the Program:

The proposed NW-LTCO managed care system will be comprehensive. The target populations will include frail elders, adults with physical or developmental disabilities, and adults with mental health or substance abuse diagnoses. The continuum of care will range from people with SSI, who have minimal acute and primary health care needs, to people that have multiple chronic diseases and are certified as Intensive Skilled Nursing (under the state's nursing home level of care criteria). Within this broad range, the NW-LTCO intends to create a system that is:

- Seamless, allowing consumers to move between programs or service options as their needs change;
- Integrated, allowing consumers to receive the full-range of services described above through a single managed care entity;
- Flexible, ensuring that consumers have access to the right service in the right amount at the right time to achieve individual outcomes;
- Coordinated, and focused on preventive care, to slow the movement of consumers toward reaching a nursing home level of care and to cost-effectively manage complicated chronic health conditions;
- Locally accessible, through a network of local Aging and Disability Resource centers providing information, referral, early intervention, options counseling, and eligibility determination services.
- Fiscally sound and responsible, through the use of managed care principles and incentives for efficient delivery of care.

The broad range of program services will include primary and acute managed care (starting with SSI), partially integrated long-term care (the Family Care model), and fully integrated care (the Wisconsin Partnership model). NW-LTCO intends to develop and implement, over time, a fully

integrated managed care model that utilizes the strengths of all of its partners, including the full participation of the counties in serving each consumer in the target populations.

NW-LTCO will establish an organizational structure in which each of the public and private partners will be involved in the major direction and decisions of the collaborative. NW-LTCO intends to develop the organizational structure to maximize the skills of each partner in a way that will address the goals and barriers identified in the *Planning and Implementation* section of this RFI. A portion of the grant dollars received will be used to develop a structure that is acceptable to all partners.

All partners are interested in achieving a program that is composed of local, “home-grown” Wisconsin entities. The partners live in and understand the communities in their region, and they know the people served in those communities. The NW-LTCO plan will capitalize on existing strengths, and on a common interest to serve vulnerable consumers living within their communities. The collaborative is comprised of the right partners and the abilities to structure and implement the vision of building a comprehensive, effective managed care system that assures the rights of consumers.

Other Comments or Information:

The nine counties represented within this regional proposal have a long and rich history of mutual respect, integrity, and collaboration. We have applied a regional philosophy and practice to many areas: mutual aid, courtesy investigations, staff and provider training, and program development and management. We have maintained effective working relationships over time in spite of the many different regional groupings we might find ourselves assigned to by the State. We are a committed group of counties and partners who will work effectively together to design and deliver an excellent health care and long-term care support regional partnership.